CIA HISTORICAL STAFF

F
R | DD/A
O | 7-D-18 Hqs.
M

The Support Services Historical Series

PERSONNEL PLACEMENT IN CIA

1946-71

Secret

OP-14

November 1972

Copy 2 of 3

WARNING

This document contains information affecting the national defense of the United States, within the meaning of Title 18, sections 793 and 794, of the US Code, as amended. Its transmission or revelation of its contents to or receipt by an unauthorized person is prohibited by law.

THE SUPPORT SERVICES HISTORICAL SERIES

OP-14

PERSONNEL PLACEMENT IN CIA

1946-71

by

25X1A

███████████████████

November 1972

25X1A

███████████████████

Harry B. Fisher
Director of Personnel

HISTORICAL STAFF

CENTRAL INTELLIGENCE AGENCY

Foreword

The history of placement in the Central Intelligence Agency

follows closely the pattern of change, growth, and maturation of the

Agency itself. As requirements grew, fluctuated, and stabilized

and as the Agency's structure and operating priorities changed, the

methods of operation and types of organization employed by the

Office of Personnel to accomplish the placement function also under-

went continuous change. Regardless of personalities or organizational

politics affecting the situation at any given time, however, the central

concern appears consistently to have been: how can we select, place,

and manage our people better, and who should do it?

This history treats these two questions and their various

answers from 1946 to 1971. It is a history of the key activities that

constitute the placement function: initial selection and assignment of

personnel; internal recruitment, placement, and reassignment; re-

view and appraisal of official personnel actions; and the role of the

professional placement officer. Necessarily chronological in form,

the history is thin in parts because of the scarcity of written records

-iii-

of the early years, changes in emphasis in the placement functions,

and the frequent overlapping and duplication caused by the overt-

covert split. Parts of the account depend heavily upon the

recollections of individuals who were active in placement matters

over the years.

SECRET

Contents

Appendixes

SECRET

Contents

Illustrations

SECRET

Personnel Placement in CIA
1946-71

I. 1946-50: The Beginnings

In the summer of 1946 in the Central Intelligence Group

(CIG), personnel functions were performed by a Personnel Divi-

sion, a centrally placed unit under the Executive Staff for Personnel

and Administration (P&A). Recruitment and placement functions

were combined and performed by a single staff. The Personnel
25X1A
Division was headed briefly by ▮▮▮▮▮▮▮▮▮▮▮ who was succeeded
25X1A
in September 1946 by ▮▮▮▮▮▮▮▮▮▮ In July 1947 the Executive

for P&A was renamed the Executive for Administration and Manage-

ment (A&M), and the Personnel Division was reestablished as a

Branch--along with other Support Branches--in which all personnel

functions remained combined.

Meanwhile, since its establishment in July 1946, the Office

of Special Operations (OSO) had been forming its own administrative

staff, which by mid-1948 was named the Administrative and Support

Staff (A&S). Under it was a Personnel Division in which recruitment

and placement functions were combined in a single unit. A parallel

SECRET

development of similar but separate arrangements in the Office

of Policy Coordination (OPC) brought about a degree of duplication

that led to proposals to merge the two staffs. This move was op-

posed by both OSO and OPC, but out of the disagreement came the

formation, in September 1948, of a single Executive for Adminis-

tration. Under the Executive a group of five staffs was formed,

each divided into overt and covert sections. This compromise

between centralization and decentralization lasted for approximately

a year. 1/*

   In October 1949 a fundamental reorganization established

completely separate staffs to support the overt and covert sides

of the Agency and in effect split personnel administration into three

pieces:

> The Administrative and Support Staff--later shortened
> to Administrative Staff--services overt activities. A&S
> had its own Personnel Division. Medical Services was
> separated from Personnel at this time and set up as a
> Division of A&S. There were also Fiscal and Services
> Divisions. The Covert Support Staff--later renamed
> Special Support Staff (SSS)--provided services to the
> covert activities. It had three divisions--Employees,

---

* For a general chronology of organization, see Appendix A;
for serially numbered source references, see Appendix D.

-2-

SECRET

Finance, and Procurement and Supply. Both staffs
were nominally under the Executive for Administration
and Management (A&M). A Personnel Staff was es-
tablished at the "Executive" level, and the post of
Personnel Director was established. The Personnel
Staff provided technical assistance to the Executive,
developed personnel policies, and reviewed classifi-
cation and placement actions at the GS-13 and above
levels. This three-way split prevailed until October
1950, when General Walter Bedell Smith assumed the
DCI responsibilities. 2/*

In the original central personnel unit, leadership of the

procurement and placement functions was provided by Andrew Van

Esso (December 1946-March 1948). Mr. Van Esso was succeeded

25X1A
by███████████ (April 1948-April 1949)--later to become Director

25X1A
of Personnel--and he, in turn, by███████████████ (April 1949-

April 1950). With the establishment of separate personnel staffs for

overt and covert components, overt placement was initially under
25X1A
████████████████ (December 1948-August 1950) and later under

25X1A
███████████████(August 1950-September 1953). The covert place-
25X1A
ment function was first headed by████████████████(December

25X1A
1948-May 1951) and then by████████████████ (June 1951-February

1953). 3/

---

* Figure 1, p. 3a.

-3-

Figure 1

CIA Organization
October 1949

```
                              DIRECTOR
                              DEPUTY

                              EXECUTIVE
                              DEPUTY

                                          MANAGEMENT    BUDGET      PERSONNEL
                                            STAFF        STAFF        STAFF

                                          Management    Budget      Personnel
                                           Officer      Officer      Director

COORDINATION,                                                             SPECIAL
OPERATIONS &   ADVISORY   LEGAL   INSPECTION    ADMINISTRATIVE           SUPPORT
POLICY STAFF   COUNCIL    STAFF   & SECURITY        STAFF                 STAFF
                                    STAFF

                                       Medical  Personnel  Fiscal  Services   Employees  Finance  Procurement
                                       Division Division  Division Division   Division  Division  & Supply
                                                                                                  Division

              ORE    OCD    OSI    OO    OPC    OSO
```

SECRET

In June 1952 members of the Office of Personnel prepared

a summary history of Agency personnel functions that cited most

of the basic problems besetting placement operations in the beginning

years:

> The placement units when operating as a combined
> procurement and placement activity, were almost
> totally concerned with obtaining and initially as-
> signing personnel. Even relieved of procurement
> activity, the initial placement activity represented
> so large a volume of work that subsequent review
> to determine whether initial placements were satis-
> factory or not was impossible. It is probably in this
> area that the Agency pays most heavily for sacrificing
> a well-rounded program to the demands of recruitment.
> Especially in the face of uncertainty as to the types of
> people needed for various positions it becomes impor-
> tant to evaluate the success of placements to determine
> which kinds of qualifications have been more successful.
> Also it is probable that a high number of potentially
> qualified personnel were lost to the Agency because of
> job dissatisfactions which might have been discovered
> through placement follow-up. Losses in terms of
> persons assigned to positions which were performed
> adequately but were not best suited to individual
> capabilities are unmeasurable but again may be
> reasonably estimated in substantial number.

Other major problems mentioned were defining the proper

role of placement officers in dealing with the problems cited above,

the contraction and expansion of manpower ceilings, and the

overt-covert split in organization. 4/

-4-

SECRET

In these early years recruitment and placement were closely

related both in organization and in practice. Recruiters served as

placement officers, and placement officers were also recruiters.

25X1A

The main task, according to ▮▮▮▮▮▮▮▮▮ was to determine which

operating units needed what qualifications in their people and how

many people they needed. The next obvious task was to find these

people. After finding his candidate, the recruiter was often his

own placement officer; after spending some time in the field

interviewing and gathering applicant files, he would return to

Headquarters and begin "selling" his applicants to the operating

units. Placement officers were overburdened with record-keeping

and details and had little time to make personal contact with the

offices they serviced. 5/

Those who screened walk-ins and reviewed applicant files

were non-professional placement officers with inadequate know-

ledge of the jobs they were filling. The Applicant Files Branch was

overburdened and was chronically behind in coding applicants by

qualification. 6/

In this period the placement officers were given authority

to review and sign personnel actions on all types of activities, from

-5-

promotions to reassignments. Processing personnel actions was

not yet refined, and the placement officer had to spend much of his

time in clerical tasks and record-keeping. Fitness reports were

reviewed by the placement officers, but there was little time for

an adequate review.

In 1947 Mr. Van Esso established a placement follow-up

interview program. The purpose of the program was to interview

the new employee within three to eight months after his initial

employment to determine the propriety of the initial placement.

As noted in the 1952 statement cited above, these interviews could

not be performed regularly. The pressure for recruitment and

initial placement was too great, and the problem was complicated

by difficulties in communication with operating units and lack of

control over the flow of applicant files through the selection process.

Another frequent cause of complaint was a backlog of correspondence

with applicants in process, which--in many cases--led to

cancellations by disgruntled and impatient applicants. 7/

II. 1950-53: Functional Organization of the Personnel Office
     and Development of Internal Personnel Management

In December 1950 the SSS and A&S Support units were

discontinued and their functions remerged with the staff offices

under the new Deputy Director for Administration (DDA). The

former Personnel Staff, plus the overt-covert divisions, became

the Office of Personnel under the directorship of William J. Kelly.*

Then, as in other Support areas, responsibility for clandestine

personnel matters was redivided between two divisions. This

was a reconciliation of the needs for centralized administrative

responsibility and the needs for operational autonomy and

compartmentation. 8/

The Personnel Division Overt (PDO) provided assistance

to the overt intelligence offices, later (June 1952) to become

components of the Deputy Director for Intelligence (DDI), and to

_____

* William J. Kelly served as Personnel Director of CIG and CIA
from May 1947 to August 1951.

-7-

the DDA in such matters as recruitment, placement, promotion, and

reassignments. The Personnel Division Covert (PDC) provided similar

services to the units of the Deputy Director for Plans (DDP). From

their respective placement branches, PDO and PDC assigned place-

ment officers to the operating offices. As shown in Figure 2,

recruitment functions were given to a separate Personnel Procurement

Division. 9/*

The 1950-53 period was one of tremendous growth in terms of

recruitment, placement, and personnel management. In the spring

of 1952 the Personnel Office was EODing up to █████████. In   25X9

1950 there were████employees on duty; by December 1953 the total   [25X9]

had risen to█████ To manage these great increases in manpower   [25X9]

strength, new recruitment and placement procedures were necessary.

A study of recruitment, selection, and placement functions prepared

in May 1951 b██████████████ Chief of the Personnel Studies and   [25X1A]

Procedures Staff, led to T/O increases for both recruitment and

placement, to consolidation of applicant files and correspondence

---

* For Figure 2, see p. 8a.

-8-

S-E-C-R-E-T

Figure 2

Personnel Office
January 1951

```
                          ┌─────────────────────┐   ┌─────────────────────┐
                          │                     │   │     Personnel       │
                          │  Personnel Director │───│    Studies and      │
                          │                     │   │  Procedures Staff   │
                          └─────────────────────┘   └─────────────────────┘
                                     │
        ┌──────────────┬────────────┼────────────┬──────────────┐
┌─────────────┐ ┌─────────────┐ ┌─────────────┐ ┌─────────────┐ ┌─────────────┐
│  Personnel  │ │  Military   │ │  Personnel  │ │Classification│ │  Personnel  │
│  Division   │ │  Personnel  │ │ Procurement │ │   & Wage    │ │  Division   │
│  (Overt)    │ │  Division   │ │  Division   │ │Administration│ │  (Covert)   │
│             │ │             │ │             │ │  Division   │ │             │
└─────────────┘ └─────────────┘ └─────────────┘ └─────────────┘ └─────────────┘
```

-8a.-
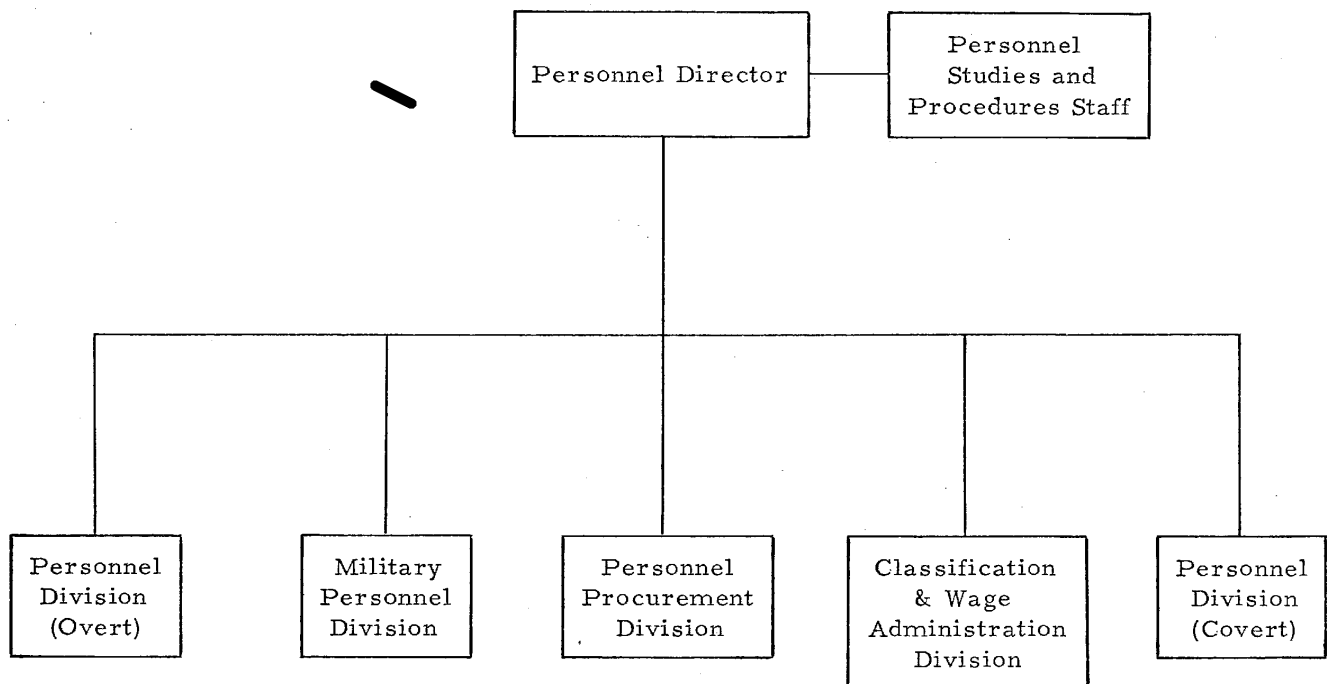
S-E-C-R-E-T

handling procedures, and to improvements in the scheduling and
control of applicant processing. 10/

When General Walter Bedell Smith became Director of
Central Intelligence on 7 October 1950, almost immediately he
began to emphasize his personal interest in the Agency's internal
personnel management practices; and as a result there was consid-
erable effort devoted to initial selection and placement of employees.
In a memo of 13 September 1951 to PDO and PDC, the Acting
Personnel Director, George Meloon, emphasized the importance of
a placement program and listed what needed to be done:

> The effectiveness of our personnel program depends
> largely upon the kind of placement work we are doing.
> Placement should be regarded as an internal recruit-
> ment and selection process which, as part of the
> general effort to secure the right man for the right
> place, operates as one of the most important factors
> in reducing employee turnover. 11/

The following steps were to be taken by PDO and PDC:

1. Review all recruitment requisitions for personnel in
Grades GS-06 and above to determine which employees already in
the Agency were qualified for promotion to these vacant positions.
This would require:

a. Complete qualification coding of all employees.

-9-

    b. Recruitment to obtain personnel to fill vacancies created by promotions.

    2. Initiate a regular program of placement follow-ups at 30-, 60-, and 90-day intervals following entrance on duty of new employees to establish a basis on which to:

    a. Retain them; or

    b. Train, reassign, counsel, or separate them. 12/

The Deputy Director for Administration, Walter Reid Wolf, backed up Mr. Meloon's memorandum with a memorandum to all assistant Directors requesting their cooperation with the follow-up program. 13/

    Concurrent with emphasis upon placement programs, the training of placement officers began on a regular basis. By June 1952, according to the OP historical statement cited above,

> The concept of the placement officer as the liaison
> between the personnel office and the operating unit
> is becoming a reality. The placement officers are
> required to be in close and constant contact with
> operating officials and are encouraged to use these
> contacts in every possible way to improve the
> overall personnel program in the Agency. 14/

It appears that the renewed emphasis on in-service placement and personnel management paid off. Calendar year

-10-

1952 saw extensive activity in follow-up interviews and codification

of qualifications. During that year a monthly average of 175 follow-

up interviews was conducted, an average of ███ people entered on

duty per month, and 6,181 applicant files and ███ employee

questionnaires were coded and placed in a qualifications register

and used for in-service placement. 15/ This activity continued

throughout the next year with more than 200 follow-ups per month

involving 1,185 employees. In this period the placement units

began to review Performance Evaluation Reports (PER's), and

during FY 1953 5,000 PER's were received. This period also

saw--in connection with the in-house training of placement personnel--

the compilation of informational, regulatory, and procedural materials

pertinent to placement activities. During 1953 placement constituted

a tremendous workload. The PDC 1953 annual report stated that its

nine placement officers handled an average of 554 cases of all types

per month--20 cases per day per man. 16/ The placement workload

in PDO in FY 1953 is reflected in the following Statement of

Accomplishments, which is a good example of a contemporary

functional description as well as a progress report 17/:

25X9

25X9

-11-

SECRET

The activities of the Placement Branch, Personnel Division (Overt) may be broken down into five categories:

    I.   Initial Placement
    II. In Process Activities
    III. Follow up of Employees
    IV. Promotion, Transfer and
           Re-assignment
    V. Advisory function to Operating
          Offices

I. Initial Placement

A. During this period a total of 6,803 applicant files were received for consideration against vacancies existing in the DD/A and DD/I areas serviced by Placement Branch (Overt). Three thousand, nine hundred and seventy-nine of these files were clerical and 2,824 were professional. Five thousand, one hundred and thirty-three separate referrals were made to the operating offices in the process of considering the applicant for the most suitable vacancy. A total of 2,571 applicants were interviewed. Of the total number of files received and applicants interviewed (see figures above) security was actually initiated for 914 professional and 2,893 clerical cases.

B. Clerical applicant files on individuals are not referred to operating offices since it is the responsibility of the Placement Branch (O) to hire and assign all clerical personnel through grade GS-5.

C. All of the above transactions require constant attention to assure that these applicants are advised promptly of any action in connection with their applications such as, necessity for interview, tests, pre-employment physicals, additional forms or other pertinent material and to insure that they receive periodic notification from the Agency. Overt placement operations require the handling of approximately 70,000 phone calls and 1,300 letters annually.

II. In-Process Activities

A. After security has been initiated and until the individual actually enters on duty, the Placement Branch is directly concerned with and responsible for the resolution of all inquiries and problems originating from either the individual or operating officials concerned. Questions may arise concerning release, length of time involved for completion of processing, medical problems, reasons for rejection, etc. These problems are very often time-consuming, yet result in no tangible statistics.

III. Follow-up of Employees

A. After an individual has entered on duty the Placement Officer responsible for the office where the individual is employed conducts a follow-up interview thirty and ninety days after the entrance on duty date. The individual and his supervisor are interviewed in order to assist the individuals adjustment to his job and to insure that maximum utilization is being made of the individuals' qualifications. During the period covered by this report 1,185 individuals were follow-up interviewed. This involved 2,370 separate interviews. In the large majority of these cases the initial placement was satisfactory. In those few cases where the placement was not satisfactory, measures were taken to adjust this situation such as; establishing a clearer understanding of the job, transfer to a more appropriate position, additional training or separation.

B. All Personnel Evaluation Reports on overt personnel are reviewed by the overt Placement Branch. Where the reviewing Placement Officer is alerted from information contained in these reports to situations requiring corrective action, a follow-up interview is conducted and necessary action is taken. The annual number of Personnel Evaluation Reports requiring review is approximately 5,000.

C. The Placement Branch is responsible for coding the qualifications of new employees. This requires qualification coding of approximately 1,600 employees annually.

D. The Placement Branch is also responsible for assigning career designations to new employees. There are approximately 1,600 of these annually.

IV. Promotions, Transfers, Reassignments

A. All Standard Form 52's (Personnel Actions), including promotions, transfers and re-assignments initiated by the operating offices of the overt portion of CIA are acted upon by Placement Branch (O). During this period a total of 5,860 cases were processed by this Branch. The large majority of the individuals involved in these cases were suitably qualified. Some were held up for a clearer demonstration of qualifications, others required a written justification for the file in order to substantiate the action and others were cancelled as not being qualified.

V. Advisory function to Operating Offices

A. The operating offices are constantly calling on the Placement Officer concerned with their problems for advise and counsel. Since the Placement Officer works in close harmony with the operating office, he is aware of their problems and is in a position to render valid assistance when called upon. One category which has become increasingly important is that one dealing with employees whose work is of such a nature that separation proceedings may be the best solution for all concerned. While such cases are not numerous, Division and Branch Chief s are depending more and more on their Placement Officer for valid advice concerning what steps should be taken in each particular case. The Placement Officer acts in an advisory capacity to the operating office in all separation cases.

-11c-

III. 1953-61: Ceiling Pressures, Placement, and the
                Career Services

In September 1953 the Office of Personnel underwent another

major reorganization and realigned its activities even more on

functional lines (Figure 3). The change came at a time when Agency

personnel requirements were decreasing and when a ceiling con-

siderably lower than the existing Table of Organization was imposed.

Emphasis shifted progressively to internal recruitment, placement,

and rotation.

The Personnel Division Covert (PDC) and the Personnel

Division Overt (PDO) were abolished, and most of their functions

and responsibilities were transferred to a new Placement and

Utilization Division (P&UD). Under this system all placement

officers were brought under a single division chief. In the Place-

ment Branch of P&UD there was a senior placement officer in

charge of placement for each of the directorates. But by late 1954,

when P&UD was renamed the Personnel Utilization Division (PUD),

S-E-C-R-E-T

Figure 3

PERSONNEL
OFFICE
September 1953

-12a. -

| Assistant Director (Personnel) |

| Personnel Director |

| Special Contracting, Allowances, and Processing Staff |

| Plans, Research, and Development Staff |

| Placement and Utilization Division | Employee Services Division | Processing and Records Division | Military Personnel Division | Classification and Wage Division | Personnel Procurement Division |
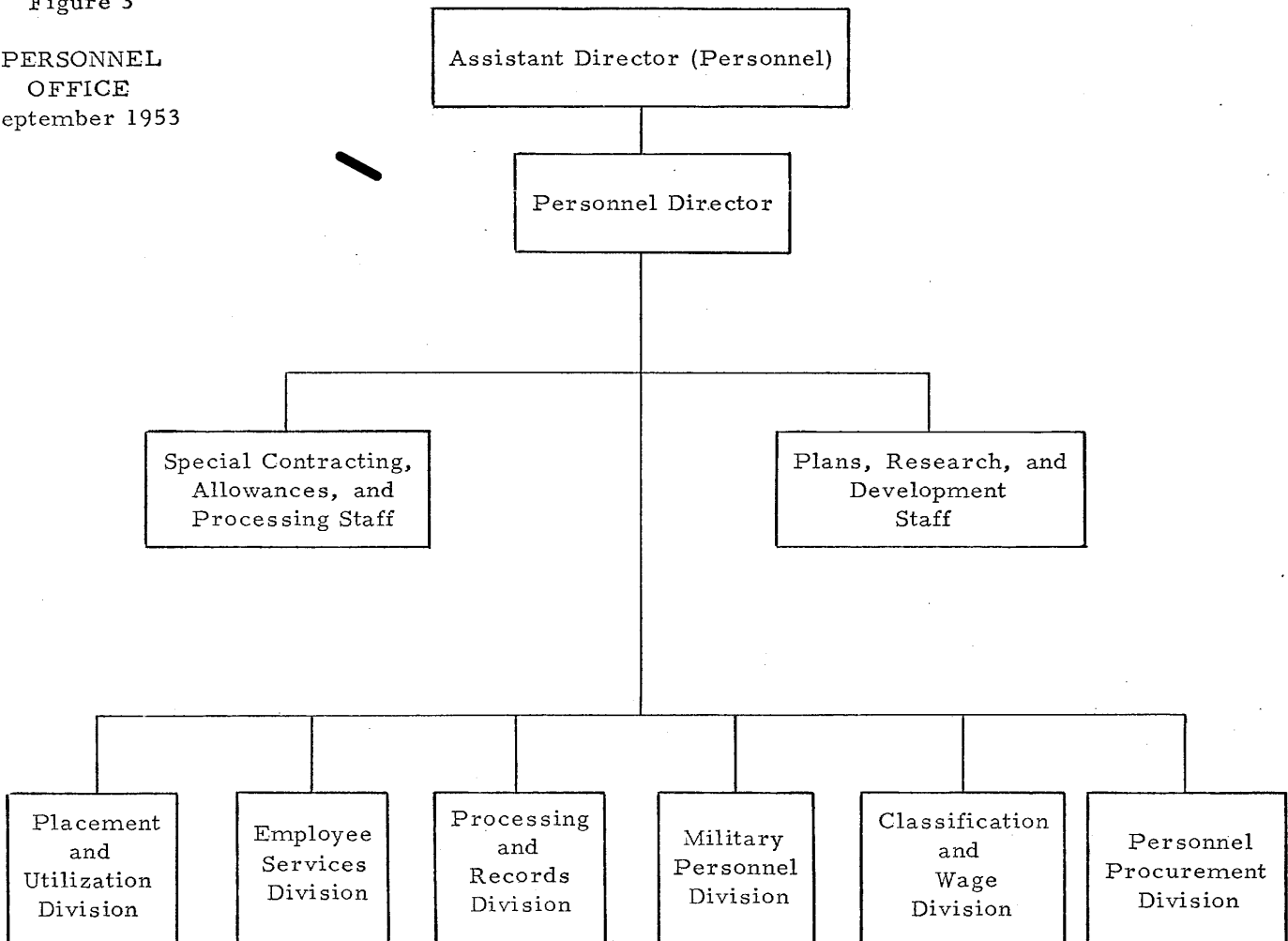
S-E-C-R-E-T

SECRET

a separate branch had come into existence, the Clandestine Services

Branch (CSB). In 1955 PUD was renamed the Personnel Assignment

Division (PAD). *

During the early 1950's officials of the operating components

of the Agency continued to exercise the primary functions of assign-

ment, rotation, evaluation, promotion, and termination; the Office

of Personnel was centrally responsible for advice on these matters

and for the rotation or reassignment of personnel between Career

Services. With the establishment of the Career Service Boards in

June 1952, the head of each Career Service assumed responsibility

for these particular placement functions 18/, and the Office of

Personnel assigned placement officers to the Board meetings on

a permanent basis. The 1954 Progress Report of the Placement

Branch discussed the situation:

> During this six-month period (January-June 1954)
> working relationships with Career Management
> Officers, component Personnel Officers and Career
> Service Boards have been improved. Within the
> Clandestine Services, Placement Officers continued
> in their direct support of the Career Service Boards,

---

* See Figure 4, p. 13a.

SECRET

S-E-C-R-E-T

Figure 4

Office of Personnel
15 June 1955

```
                        ┌──────────────────────────┐
                        │   Director of Personnel   │
                        ├──────────────────────────┤
                        │          Deputy           │
                        └──────────────────────────┘
```

Executive Officer						Deputy Director of Personnel for Planning and Development

Personnel Procurement Division	Personnel Assignment Division	Position Evaluation Division	Military Personnel Division	Contract Personnel Division	Insurance and Casualty Division	Records and Services Division

-13a.-
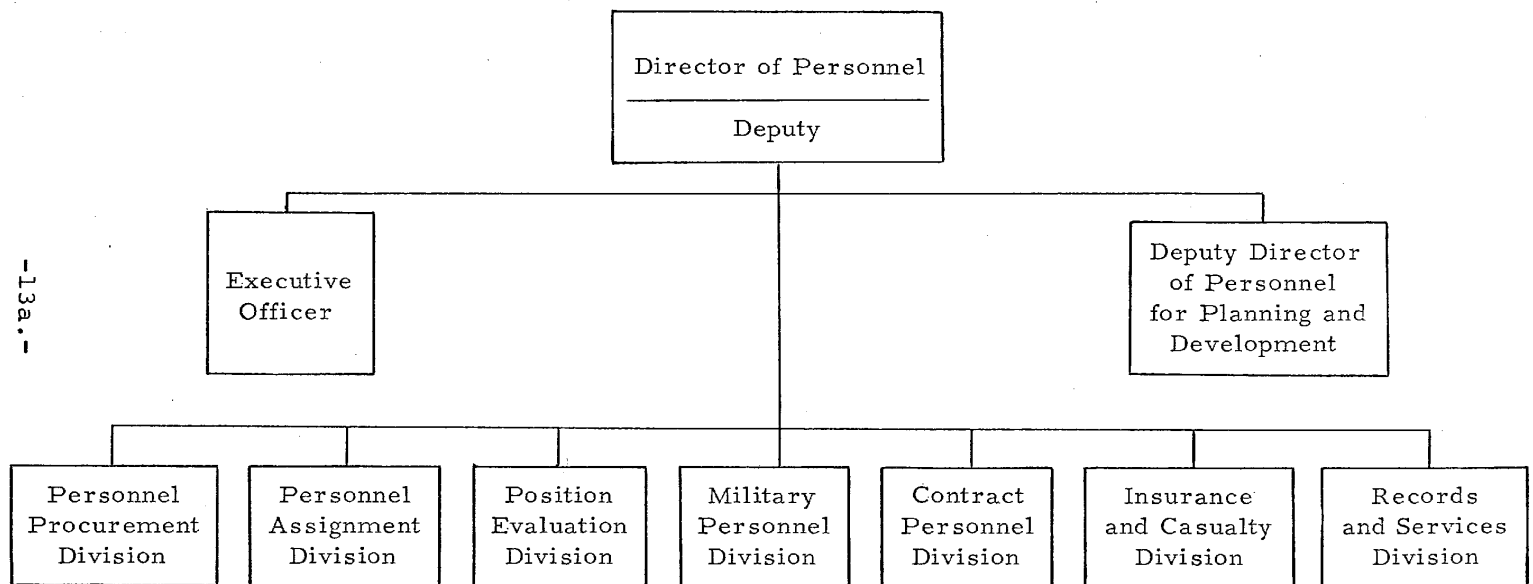
S-E-C-R-E-T

and attend all meetings. A Placement Officer has also
been assigned to the Career Service Board of the DD/A
and attends all Board meetings. The Deputy Chief,
Placement and Utilization Division now serves as Chair-
man of the Personnel Career Service Board's Rotation
Planning Committee. 19/

The same report lists three major problem areas requiring

integration and coordination of the efforts of the various officials:

    a. Placement of unassigned personnel (overseas returnees);
    b. Reporting and filling vacancies;
    c. Reassignments to effect more suitable utilization.

Improvement in the advance planning of assignments of

overseas returnees was sorely needed. The regular burden was

difficult to manage, and in 1954 it was increased with the drastic

25X1A

reduction in the ███████████████ which brought approximately ████ 25X9

unassigned personnel back to Headquarters in a period of three to

four months. An emergency placement program was begun in order

to deal with the crisis. Reassignment rosters and machine runs of

qualifications and vacancies helped to some extent. Although the

placement process broke down in some cases--leaving unassigned

personnel to hunt on their own--most of the returnees were placed

by the end of 1954. 20/ Following this crisis the Directorates and

-14-

Career Services developed various methods of assigning personnel,

methods adjusted to the low ceiling authorizations that were to

continue until 1965. 21/

Although external recruitment and placement of professionals

was minimized or deferred in favor of internal reassignment, the

Agency suffered a severe shortage of clerical personnel in 1954.

External recruitment and placement of clericals consequently in-

tensified. Because the major requirements came from special

projects within the DDP, the Clerical Placement Branch (CPB)

worked closely with the DDP Career Service Board to fill vacancies.

Some of the problems inherent in the Placement/Career Service

relationship are reflected in the following contemporary report:

> The Clerical Placement Branch has been so deeply
> enmeshed in satisfying immediate needs that it has
> not been able to devote adequate time to one of its
> major functions. That function provides for the
> assignment or reassignment of clerical personnel to
> opportunity type positions. Although it has partici-
> pated to a great extent in reassignments initiated at
> the request of individuals, the Branch has as yet not
> been manned sufficiently well to permit the adoption
> of an aggressive and positive program to embark upon
> the type of career program now getting under way in
> other services. It may be palliative to note, however,
> that the clerical personnel assigned by the Clerical
> Placement Branch, are given service designations of
> the components they enter. This immediately removes
> them from the jurisdiction of the Clerical Placement
> Branch. 22/

-15-

SECRET

In late 1956, to help end the shortage of clerical personnel, efforts were made to improve the processing of applicants. This involved entering on duty more clerical applicants on provisional clearance and streamlining headquarters processing requirements so that people could begin their assignments more rapidly.

By mid-1958 on-duty strengths were approaching ceilings-- and exceeding them in some offices. "Surplus" personnel became a problem again, and a good deal of internal reassignment and outplacement activity became necessary. Concentration was on placement of "hard-to-get" categories, on better screening pro- cedures, and on higher standards. The percentage of total completed professional applications referred and then rejected rose from the FY 1957 figure of 27 to 47 in FY 1958. 23/
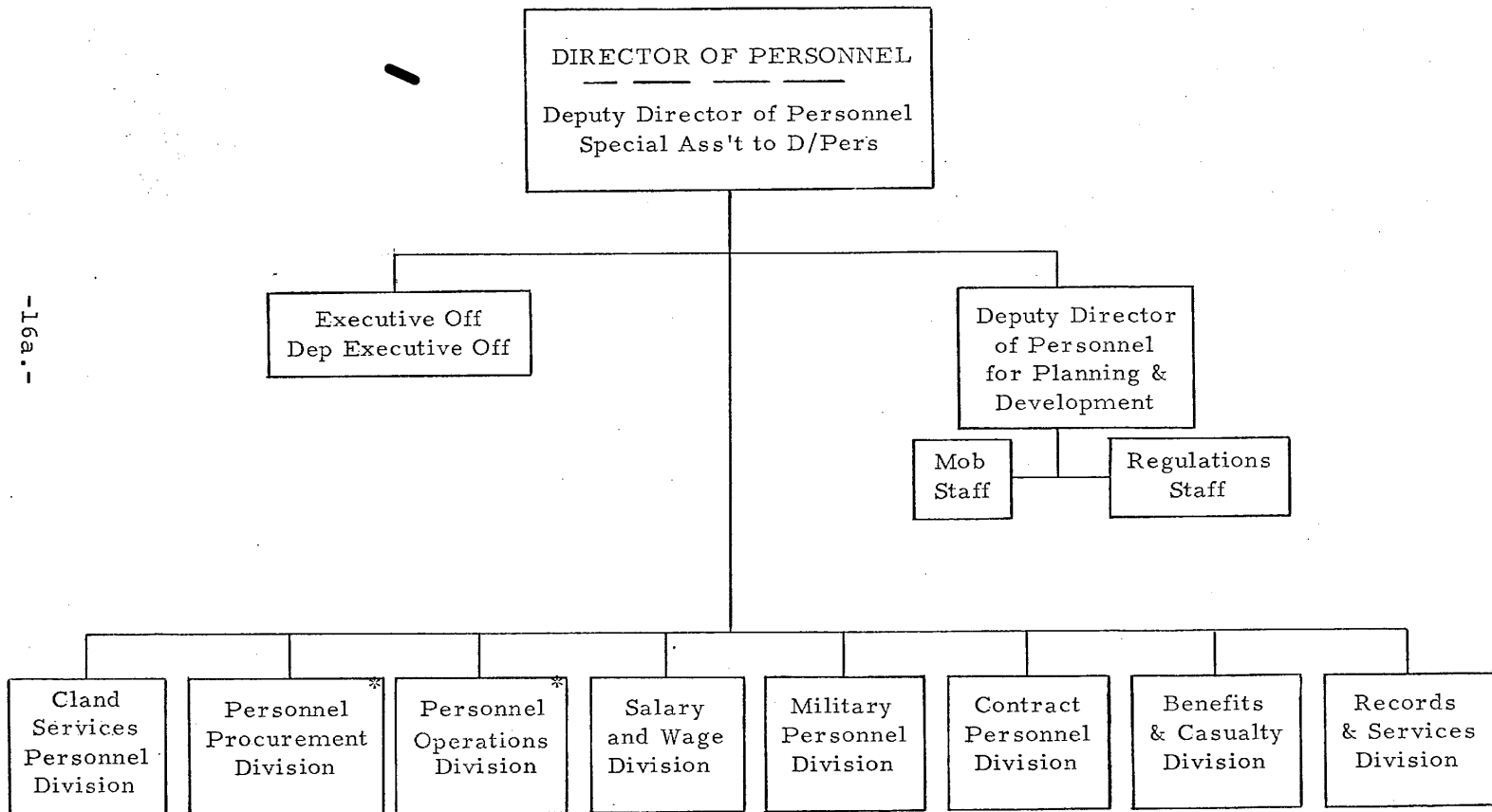
Further organizational changes of some significance took place in 1958.* The Personnel Procurement Division was merged with the Personnel Assignment Division to form the Personnel Operations Division (POD). Recruitment was subdivided into the Departmental Recruitment Branch and the Field Recruitment

---

* See Figure 5, p. 16a.

SECRET

S-E-C-R-E-T

Figure 5
Office of Personnel
January 1958

```
                    ┌─────────────────────────────────┐
                    │   DIRECTOR OF PERSONNEL          │
                    │   ─── ──── ──── ────             │
                    │   Deputy Director of Personnel   │
                    │   Special Ass't to D/Pers        │
                    └─────────────────────────────────┘
```

```
        ┌──────────────────┐                    ┌─────────────────────┐
        │  Executive Off    │                    │  Deputy Director    │
        │  Dep Executive Off│                    │  of Personnel       │
        └──────────────────┘                    │  for Planning &     │
                                                 │  Development        │
                                                 └─────────────────────┘
                                            ┌──────────┐   ┌──────────────┐
                                            │  Mob     │   │  Regulations │
                                            │  Staff   │   │  Staff       │
                                            └──────────┘   └──────────────┘
```

Cland Services Personnel Division	Personnel Procurement Division *	Personnel Operations Division *	Salary and Wage Division	Military Personnel Division	Contract Personnel Division	Benefits & Casualty Division	Records & Services Division

* Combined in a single POD before end of year

-16a.-

Branch.   The intention was to achieve close coordination of the

activities of Recruitment with those of Placement, which now

were assigned to a newly created unit called the Career Services

Support Branch (CSSB).

Recruitment and Placement had been closely combined

operations in the first years of the Agency.   This move in 1958,

then, was a rejoining of the two that had been separated for more

25X1A

than a decade.   ████████████████ who had headed Recruitment

and Placement activities in the formative period, became Chief

of POD.

In another change, the Clandestine Services Branch of the

former PAD was now made a separate division, the Clandestine

Services Personnel Division of the Office of Personnel.   The new

division, physically located in the DDP area, was placed initially

25X1A

(May 1958) under ████████████████ and in March 1959 under

25X1A

████████████████

For a period it appeared that Placement became submerged

within and subordinated to the operations of the Career Services,

as was reflected in the name of the Career Services Support

-17-

SECRET

Branch. The annual report of POD for FY 1959 reflected the

change in posture:

> With the above mentioned reorganization, and the
> resultant closer working relationship with procure-
> ment elements, direct support to the Career Services
> within the DDS and the DDI reduced the gray areas of
> responsibility that formerly existed, particularly in
> the flow of applicant files against recognized vacancies,
> the referral of reassignment cases to appropriate
> Agency components, correspondence to applicants and
> to individuals accepted for processing, and the de-
> velopment of procedures designed to provide more
> immediate service to operating units conducting
> positive recruitment programs. 24/

A more complete view of the functions, staffing, and

operating relationships of the CSSB is afforded by the following

extract from the Inspector General's Survey of the Office of

Personnel in December 1959:

> Career Services' Support Branch (CSSB)
>
> (a) Originally known as the Placement Branch,
> later as Operations Branch, and now as Career
> Services' Support Branch this activity, consisting
> of 11 personnel, discharges for the Director of
> Personnel his function of supporting and assisting
> the Career Service elements of the DD/I and DD/S
> in the selection, assignment, rotation, development
> and utilization of personnel above the GS-6 grade
> level. These functions are separate from those of
> the Clandestine Services' Personnel Division which,
> with 26 additional personnel, provide support to the
> Clandestine Services' Career Service.

-18-

(b)   Under direction of the Chief, major functions of
the branch are performed by Personnel Representa-
tives who are assigned specific components for which
they are responsible.   For example, one Personnel
Representative, with some assistance, serves the
entire DD/I area; another handles the Offices of
Logistics and Security; a third, Office of Communi-
cations and Cable Secretariat; and the fourth the
principal offices of the DCI and DD/S, plus Office
of Training, Comptroller's Office, and Medical
Staff.   Each representative is urged to become com-
pletely familar with the program and problems of
his assigned components; he advises and assists in
personnel management of the component, and by
representing the component in the Office of Personnel
provides a single, knowledgeable point of contact on
personnel matters.   Specific activities include re-
view of recruitment requests, interviews with job
applicants, referral of applicant files to operating
components, processing employee reassignments
and authentication of personnel actions on behalf
of Director of Personnel.

Personnel representatives maintain close contact
with the several Career Service Boards, monitoring
their activities, providing advice and technical
assistance on personnel placement and reassignment,
and determining uniformity of performance.   The
extent of active participation in meetings of the
several Career Service Boards varies; however,
present arrangements appear mutually satisfactory
to CSSB and the respective Boards.

Although ceiling limitations in most areas had been

reached, CSSB continued to be active in the selection and

-19-

SECRET

SECRET

placement of certain "hard-to-get" categories--scientists, engineers,

and JOT's,* for example. Procedures for this activity involved:

> . . .institution of a program for the timely handling
> of professional applications of economists, engineers,
> and physical scientists thereby permitting the gaining
> component to make a more firm commitment to ap-
> plicants falling within these scarce categories; the
> initiation of tests measuring professional experience
> in the physical sciences. . .25/

The activities of CSSB continued in this general vein

until well into 1961. During FY 1961 CSSB became extremely

active in the placement of personnel in two additional specialized

areas: the Biographic Register, which had been recently trans-

ferred to OCR from the State Department along with the National

Intelligence Survey; and the National Photographic Interpretation

Center (NPIC), which had been given a sizable increase in T/O

strength. 26/

25X1A

In 1961 ███████████████████ currently (1971) Deputy

Director of Personnel for Recruitment and Placement, examined

the placement function, and in a report to the Deputy Director for

---

* Junior Officer Trainees.

SECRET

SECRET

Support in December 1961 he made several appraisals and recom-

mendations. He first recommended that the Career Service Support

Branch be rebuilt and be given the "more accurate" title of

Placement Branch--"This is the Branch which should have the

largest role in the selection process and should be the essential

link between the recruiter and the customer."27/ He also stated

that the reputation of the Office of Personnel depended to a great

extent upon the performance of that Branch. Noting that the Branch,

with only four placement officers, was understaffed, he recom-

mended an increase in manning and a reorganization on the

following team basis:

OFFICE OF THE CHIEF

Chief
Logging Clerk
Secretary

TEAM I

Placement Officer   (DD/S Components)
Placement Officer   (DD/S Components)
Clerk-Typist

TEAM II

Placement Officer   (DD/I Components)
Placement Officer   (DD/I Components)
Clerk-Typist

-21-

SECRET

TEAM III

Placement Officer   (DD/I Components)
Placement Officer   (Contract, Special Placement,
                       Rotational Placement)
            Clerk-Typist

This would "lead to equalization of workload, more timely and

complete service to components, greater speed in the processing

of applicant cases, and would enable the Branch to handle applicant

correspondence,"28/ which then was done in the Records and

Services Division.   It would reduce time-wasting movement of

files and inadequate communication between branches.   The corre-

25X1A

spondence, ██████████ stated, must be made "more personalized

and responsive":

> The problems which beset the selection and clearance
> process center around the inter-related factors of
> time (excessive time required for each stage of action);
> decision making (who makes the decision to accept or
> reject an applicant?); priorities (every case is of top
> priority to someone); and the absence of any central
> authority to monitor and police the system. 29/

The report followed with a detailed discussion of these points.

Basically the recommendations involved a considerable strengthening

-22-

SECRET

of the role of placement in offices, more stringent limits on the

length of time files could be held, and a more realistic face-to-face

relationship between the placement officers and the units they served.

-23-

IV. 1962-66: Reorganization and Growth

25X1A

The ███████████ report came at a time when external

recruitment was undergoing a rapid upturn and immediately before

a large increase in manpower ceilings. The time was opportune,

for increased activity would require many of the improvements

25X1A

████████████ recommended. By mid-1963 a number of changes

were evident, and the level of activity reflected in FY 1963 annual

reports indicated that the changes were responsive and positive.

First, in a partial reorganization of the Office of Personnel,

the Recruitment Branch of POD became a Recruitment Division

with a considerable increase in staffing and a number of innovations

affecting the whole recruitment process. Within POD a number of

changes in non-placement activities took place, and finally there

was a major reorganization of the Placement Branch. The team-

concept and the correspondence section recommended by the

25X1A ███████ report were established, and the staffing of the Placement

Branch increased. In the Annual Report for FY 1963 the work force

-24-

SECRET

25X9

The FY 1963 Annual Report also discussed all of the

functions performed by the Placement Branch.   Briefly, they

were:

1. Advise operating units on matters pertaining to
   applicant selection.

2. Determine minimum qualifications of applicants.

3. Handle applicant correspondence.

4. Survey to ascertain personnel requirements for
   recruitment.

5. Approve all Personnel actions for DDI, DDS, DDR*
   (except PRA's).

6. Approve new appointments for DDP.

7. Review all "weak" and "outstanding" fitness reports.

8. Interview job applicants and candidates for
   reassignment; counseling of employees.

9. Schedule scientific testing.

10. Determine applications to be coded.

11. Supervise administrative orientation of new employees. **

12. Handle EOD processing.

---

* Deputy Directorate for Research, later the Deputy Directorate
for Science and Technology (DD/S&T)

** Orientation with respect to conditions and requirements of Agency
employment, separate from substantive orientation provided by the
Office of Training.

As this history indicates, these functions have all remained

within the placement area since the beginning of the Agency even

though at various times one or another has received special em-

phasis. One function that has remained constant throughout has been

the final review and authentication of personnel actions.

By mid-1963 the Placement Branch had finished a year

"marked by a tremendous amount of work in just sheer volume."31/

With large numbers of applicants in selection-processing, Place-

ment was confronted with severe problems in keeping up with

applicant correspondence and arranging invitee travel. Applicants

were often faced with long waiting periods either because of the

time required for security clearances or because of delays by com-

ponents in making selection decisions. In FY 1963, 937 applications

were cancelled or withdrawn. Most of these cancellations represented

withdrawal by applicants who did not wait for completion of lengthy

selection and clearance procedures, but at least ten percent (92)

were cancellations by operating units which decided during the pro-

cessing period that they were no longer interested in the candidates.32/

On 6 December 1963 the Executive Director-Comptroller

issued ██ 25X1A

SECRET

strength as of 30 November. New lower ceilings were announced

for the remainder of FY 1964, as was another personnel reduction

for FY 1965. These reductions followed a boom period for the

Agency that had increased the staffing of the Placement Branch. 33/

In the August 1965 economy drive Placement assisted in reducing

the strength figures for various components and, at the same time,

initiated outplacement efforts. Even with these activities, the

Placement Branch too was subject to the economy drive and had to

cut its staff by 18.5 percent. Other problems resurfaced--among

them, delays in obtaining final decisions on applicants from

operating units and heavy applicant correspondence. Placement

became increasingly responsible for monitoring the rate of employ-

ment and keeping daily records of gains and losses, while increasing

other activities such as follow-up interviews. The workload actually

increased over previous years--along with the decrease in staff. 34/

V. 1966-71: Placement Comes of Age--Innovations and
    Accomplishments

Toward the end of FY 1966 there was a further significant

organizational change when the Office of Personnel adopted a

specialized Deputy Director system and realigned its functions

(Figure 6). The Placement Branch, the Applicant Files Section,

and the Correspondence Branch of the former POD were com-

bined in a Placement Division which, along with Recruitment

Division (RD) and the Mobilization and Military Manpower Division

(MMPD), was placed under a newly established Deputy Director of

25X1A

Personnel for Recruitment and Placement. * ███████████ be-
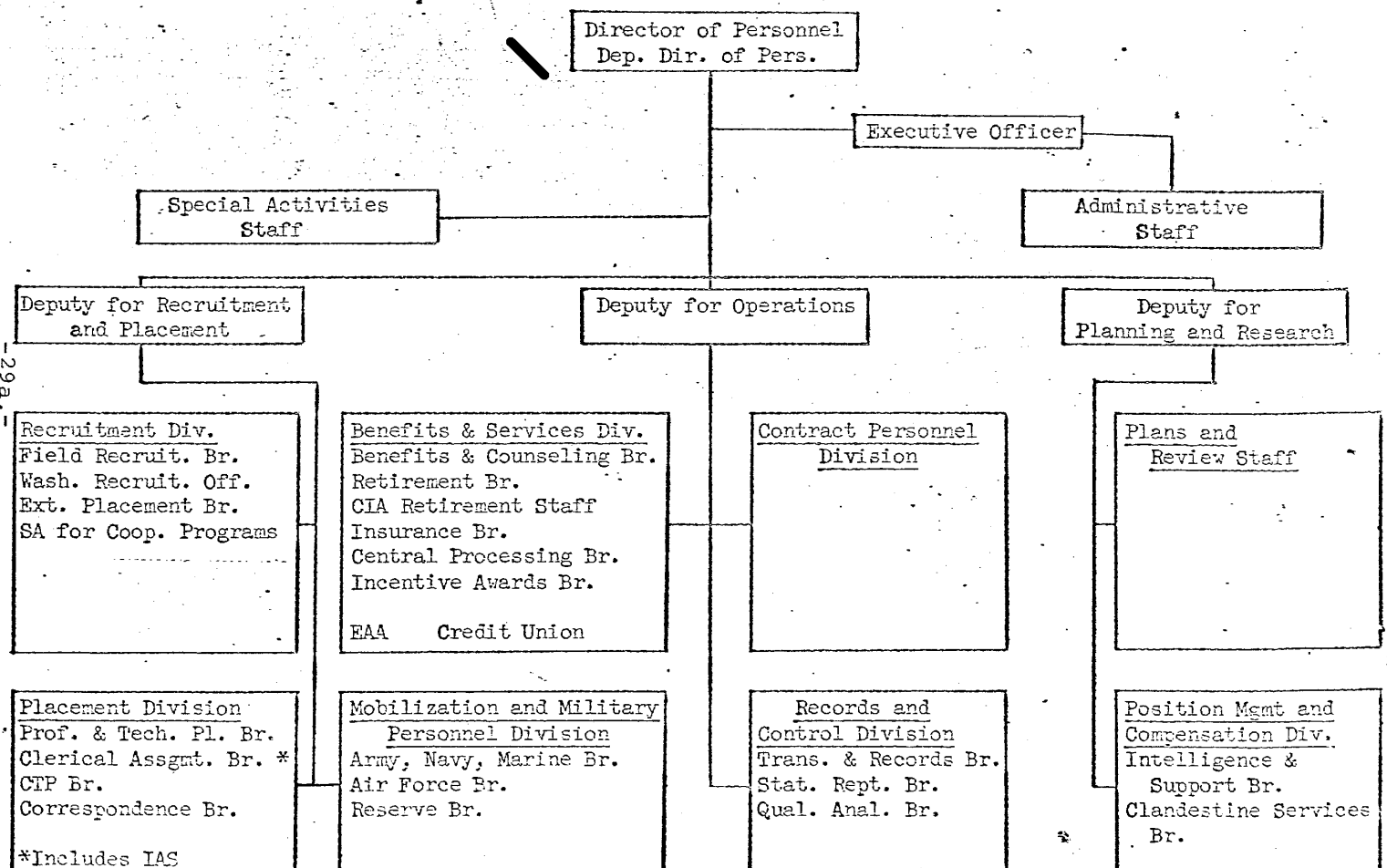
came the first DD/Pers/R&P.

Manpower demand was great in 1966, and it appeared that

ceilings would continue high for two or three years to come; im-

provements in both staffing and operating procedures were needed

to keep up with the load. In his annual report on FY 1966,

---

* For details, see Appendix B.

Figure 6

ORGANIZATION OF OFFICE OF PERSONNEL
28 March 1966

```
                    ┌──────────────────────┐
                    │ Director of Personnel │
                    │  Dep. Dir. of Pers.   │
                    └──────────────────────┘
                                            ┌──────────────────┐
                                            │ Executive Officer │
                                            └──────────────────┘
  ┌──────────────────┐                              ┌──────────────────┐
  │ Special Activities│                             │  Administrative   │
  │       Staff       │                             │       Staff       │
  └──────────────────┘                              └──────────────────┘

┌──────────────────┐    ┌──────────────────┐    ┌──────────────────┐
│Deputy for Recruitment│ │Deputy for Operations│ │    Deputy for     │
│   and Placement   │    │                  │    │Planning and Research│
└──────────────────┘    └──────────────────┘    └──────────────────┘
```

Recruitment Div.	Benefits & Services Div.	Contract Personnel	Plans and
Field Recruit. Br.	Benefits & Counseling Br.	Division	Review Staff
Wash. Recruit. Off.	Retirement Br.		
Ext. Placement Br.	CIA Retirement Staff		
SA for Coop. Programs	Insurance Br.		
	Central Processing Br.		
	Incentive Awards Br.		
	EAA Credit Union		

Placement Division	Mobilization and Military	Records and	Position Mgmt and
Prof. & Tech. Pl. Br.	Personnel Division	Control Division	Compensation Div.
Clerical Assgmt. Br. *	Army, Navy, Marine Br.	Trans. & Records Br.	Intelligence &
CTP Br.	Air Force Br.	Stat. Rept. Br.	Support Br.
Correspondence Br.	Reserve Br.	Qual. Anal. Br.	Clandestine Services
			Br.
*Includes IAS			

25X1A

██████████ advanced various of the Placement Division's plans

and objectives for FY 1967 and FY 1968:

> Placement Division, by my planning, will comprise
> four Branches, namely, Applicant Selection Branch,
> Employee Assignment Branch, Career Training
> Program (CTP) Branch, and Correspondence Branch.
> "Skills Bank Placement" will key the modus operandi
> of the Division's new look. . .

> . . . .

> The proposed organization is based upon the following
> concepts concerning the functions and responsibilities
> of the Placement Division:

> (a) The objective of the selection procedures is to
> screen the qualifications of available candidates against
> Agency needs and to generate prompt decisions as to
> their employment by the Agency. The selection mech-
> anism will be oriented to the categories of skills which
> are required by the Agency and in terms of the avail-
> ability of such skills among candidates for employment.
> It will exercise close control over the consideration of
> applicant files by operating components. In addition, it
> will schedule the various Headquarters appointments
> which are pertinent to the final decision to reject or to
> hire an applicant and will represent the Director of
> Personnel in receiving and "hosting" candidates who
> visit Headquarters during this screening process.
> Selection processing ends and EOD processing begins
> when the CIA decision has been made to employ a
> certain candidate against a particular requirement at
> a given salary.

(b) EOD processing, as such, will be oriented to
the requirements of employing components. This
is essential in order for the components to establish
proper understandings with new employees as to
EOD timing, special clearances, training require-
ments, and the bringing new people into an established
work group.

(c) Those functional responsibilities which are
concerned with the management of staff personnel on
duty will also be oriented in terms of service to the
particular needs of Agency components. They in-
clude responsibility for authenticating official records
of personnel actions; for monitoring and coordinating
personnel program activities such as fitness reporting,
promotions, quality step increases, and in-grade
hiring; and, for representing the Office of Personnel in
day-to-day contact with career services and operating
components to assist them toward effecting the best
deployment, utilization and development of personnel
assets on duty within established ceiling limitations
and management controls.

Based upon the above concepts, the work of the present
Professional and Technical Placement Branch can be
accomplished most efficiently by establishing one branch
with responsibility for operating the skills bank and all
other aspects of selection processing and another branch
with responsibility (other than for CTP's) for profes-
sional and technical EOD processing, as such, and for
all activities concerned with the management of pro-
fessional and technical personnel on duty.

The functional responsibilities and personnel of the
Professional and Technical Placement Branch should
be realigned in two branches as follows:

-31-

25X9

SECRET

ASB's function was to concentrate on the initial placement

of new applicants in identified vacancies throughout the Agency.

The team arrangement which had been used since June 1963 was

discontinued, and four placement officers and four processing

assistants handled DDS, DDI, DDS&T, and DDP components.

Relieved of internal management duties, ASB was now able to

concentrate on selection in a manner whereby the placement

officers worked more closely and quickly with operating compo-

nents. Communications were improved, more knowledge of what

was needed by whom was gained, and consequently better assistance

and advice to the Chief of the Placement Division and to Recruit-

ment in determining trends and forecasts were achieved. In

November 1966, to systematize the flow of applicant files and to

insure that every applicant would receive adequate and timely

exposure to operating units, a "Skills Bank" was set up within ASB. 36/

This central bank for new professional and technical applicant

files insured control with a definite purpose. Once a new applicant

file was received by ASB, an open review period of seven days was

immediately allowed in the Bank. The applicant's basic skills were

-33-

SECRET

placed on a daily listing of new file acquisitions, which was sent

to all operating components. These offices could then come to

the Skills Bank and review files in which they were interested.

A time limit was placed on the files once it was removed from the

Bank by an operating official. Files earmarked in advance for

initial review by the JOT/CT Program went first to JOT/CT, and

were listed in the Bank only when the Program staff waived its

interest. The Bank was monitored by the placement officers,

who kept track of applicant files that received no interest in the

seven-day period. At this point, through liaison with operating

officials, the placement officer continued to "sell" his applicant

if he determined that the applicant was deserving of further

consideration. Or, if more than one office was interested in

an applicant, the placement officer met with these offices and

determined an equitable disposition of the file, based upon cur-

rent ceiling, priority of need, recruiter recommendation, test

results, and the applicant's choice. 37/ This system resulted in

"optimizing" both the applicant's opportunities and the Agency's

placement success. The Skills Bank was an extremely useful

-34-

SECRET

device in a buyer's market when there was competition for good

candidates. During lulls and periods of low ceiling authorizations,

however, the Bank required a good deal of "salesmanship" on the

part of the placement officers to insure that components did not

go too far in the other direction and suspend interest in applicant

files. The establishment of the ASB and these procedural changes

did much to systematize the selection process and make it more

equitable and discriminating.

The Employee Assignment Branch (EAB) was estab-

lished to be "Responsible for technical EOD processing and for

all placement activities concerned with the management of on-

duty professional and technical personnel." These activities

included appointing and briefing all new professional and technical

EOD's; reviewing and approving, on behalf of the Director of

Personnel, all official personnel actions concerned with Staff

employees; reviewing all Quality Step Increases; conducting

follow-up and placement interviews; and providing daily profes-

sional advice to operating components concerning personnel

matters. 38/ These were not "rubber stamp" activities; they

SECRET

had the effect of ensuring that personnel actions were accurately

prepared and in conformity with established policies and regulation.

Instances of error or potential mismanagement of employees were

identified, and adjustments or alternative solutions were worked

out with the components concerned in such matters as mis-slotting

of employees against T/O positions, unjustified use of Personnel

Rank assignments, proposed promotions in excess of authorized

ceilings, improper use of development complement, appropriateness

of recommendations for Quality Step Increases, and others. Varia-

tions from standard practices or normal trend lines were noted and

taken up with the component concerned. Follow-up interviews with

employees provided some measure of job satisfaction and the

appropriateness of the individual's placement. In the occasional

instance in which a change of assignment appeared to be in the best

interest either of the employee or the component, the Branch

provided assistance in bringing about the necessary action.

FY 1967 was a big year for the Placement Division and

a successful one in terms of both numbers and effectiveness of

operation. Demand was high, and the newly reorganized division

-36-

25X1A

found itself fully occupied in arranging the selection, processing, and entrance on duty of the greatest number of new professional and technical employees in any year since the early days of the Korean War.* Almost ████ people were employed, all requiring processing, pre-employment interviews, briefings, EOD processing, and all the details involved in scheduling and record-keeping. This workload was handled smoothly and with very few problems or instances of employee dissatisfaction.

In addition, good progress was made toward improving personnel forecasts, achieving more precise statements of qualification requirements for recruitment's guidance, and strengthening the Division's capability to assist the components in the management of personnel on duty. In collaboration with the Plans and Review Staff, placement officers developed means of translating personnel statistics, particularly data from previous years, into meaningful bases for projection of manpower requirements by category, in terms of the numbers that should be in

---

* For a comparison with similar input in previous years, see Appendix C.

process at any given time to meet ultimate EOD objectives. By

focusing attention upon in-process requirements, they were able

to give more timely and useful guidance to recruiters and thus

adjust "pipeline" volume as necessary to fill anticipated vacancies.

Another significant step was the resumption, in January 1967, of

follow-up interviews with professional and technical employees after

six to nine months on the job as a means of checking on the appropri-

ateness of initial placement and of ascertaining employee attitudes.

These interviews, about 125 in the course of 1967, provided an

interesting sample of the reactions of new employees to job and work

situations in various parts of the Agency. Attitudes were favorable

in practically all cases, which provided encouraging validation of

the placement process. They also reflected that impressions based

on brief experience were necessarily tentative. No major problems

were surfaced and the minor complaints could be resolved or alleviated

by counseling. Perhaps the most noteworthy result was the satis-

faction of employees with the fact that the interviews were being

conducted. This activity had been initiated several years before but

had lapsed because of other workload demands. 39/

-38-

FY 1968 started at about the same level of operations as

FY 1967; but as the year went on, concern over personnel ceiling

limitations caused a gradual slowdown in hiring and related activities.

This was the year that BALPA* caused a significant cutback in over-

seas personnel and its impact was felt in the second half of FY 1967.

Among other things, BALPA caused a reduction in the size of the

Career Training Program**; and by June 1968 the number of profes-

sional and technical applicants in process had dropped about 48 percent

below the FY 1967 level. The total number of EOD's declined by only

25X9   about ███████████ because of recruitment action in the first half

of the year, but there was a downward trend in staffing that was to

continue through 1971. Paradoxically, however, the workload of

the Placement Division remained high. As demand in total numbers

decreased, the level of selectivity increased; operating components

became increasingly demanding in terms of specialized qualifications,

-----

* Acronym for Balance of Payments; the Administration's concern
over U.S. expenditures abroad led to decisions to reduce the numbers
of U.S. employees overseas.

** The Career Training Program (CTP), formerly the Junior Officer
Training Program.

-39-

indicators of suitability and potential, and the like; and each case required more work on the part of selection and placement officers. For example, college degree requirements were established for a number of junior professional positions that heretofore had required only technical skills, the demand for foreign language qualifications increased, and the level of achievement on the Professional Applicant Test Battery became increasingly important as a factor in selection. Faced with ceiling reductions, components began to cut back on the number of files they reviewed in the Skills Bank, and Division officers had to do more personal "shopping" of files than before in order to make sure that many qualified applicants did not get overlooked. Assistance to the components and Career Services in the day-to-day activities of personal management continued along the lines laid out in 1967. 40/

Operations in FY 1969 followed closely the pattern established in 1968, when ceiling restrictions became a dominant factor in the Agency's manpower situation. As ceilings were cut back the number of EOD's declined by more than 20 percent, and again the selection and placement officers had to work hard to encourage components to plan ahead and initiate processing of sufficient numbers of the

-40-

best qualified candidates to meet future needs. The decrease in

volume of work, however, permitted the extension and refinement

of the data base of personnel statistics, and improvements were

made in the scheduling and monitoring of A&E[*] testing and medical/

security clearance processing. Support to personnel management in

the components and Career Services increased, the follow-up inter-

view program was extended, and three new responsibilities were

taken on:

   a. Establishing and maintaining a roster of senior

secretaries (GS-07 and above) who were interested in and available

for reassignment, and coordinating the consideration of these can-

didates for senior secretarial vacancies as they occur.

   b. Maintaining a "tickler" system to monitor employees on

LWOP, or in an employment status that carried a time limitation, in

order to insure that proper and timely administrative action was

taken when called for.

   c. Placement officers to serve as Equal Employment

Opportunity (EEO) counselors for the areas that they serviced. The

---

* Assessment and Evaluation.

-41-

EEO Program required that an employee who had a grievance must discuss his grievance with such a counselor within 15 days from the event and before he filed a formal EEO complaint. 41/

In FY 1970, on 25 September 1969, the Division was renamed the Staff Personnel Division. The former Employee Assignment Branch became the Professional Placement Branch, the former Applicant Selection Branch was renamed the Professional Selection Branch, and the Clerical Staffing Branch was transferred to this Division from the Recruitment Division. With this reorganization the Division began an expanded program of activities. In addition to its normal functions of previous years, it assumed and carried out the following new responsibilities:

a. It took over from the Plans and Review Staff responsibility for preparation of the Advance Staffing Plan for the Agency. Through close and continuing communication with components and with good statistical interpretation of the experience data base, it developed means of improving the accuracy of input requirement forecasts.

b. The Division became deeply involved in monitoring personnel input against losses, in relation to reduced ceiling goals.

-42-

c. Acquisition of the Clerical Staffing Branch brought responsibility for operating the "Pool"--the Temporary Assignment Section, or TAS--and for control of clerical input in relation to ceilings.

d. On its own responsibility the Division initiated security processing on selected applicants whose technical qualifications were judged to be of potential interest to several Agency components. In 1970, 182 such cases were initiated by the Division in a program designed to cut down on time lost in preliminary file "shopping," reduce the total processing time for those who ultimately would enter on duty, and insure timely availability of candidates as vacancies occurred. Of these, 86--almost half--proved to be of interest to components, and the applicants were brought in for interviews during the year; about half of these eventually entered on duty.

e. The Division, in collaboration with operating Offices, developed a new system of Recruitment Guides to replace the former system of recruitment requisitions as guidance for action by field recruiters. These Guides were centered on the qualifications of applicants needed to meet Agency requirements rather than on the characteristics of specific positions to be filled. Prepared in a

-43-

flexible format, they described knowledge and skills requirements

in approximately 75 professional and technical fields, at grade

ranges from GS-5 to GS-15, plus clerical occupations.* Shifts in

requirements in new or changing fields were communicated regularly

to recruiters, as were reports on the volume of demand in the various

fields. The Guides were developed in recognition of the fact that an

applicant with a given set of qualifications often is appropriate for

consideration against several different positions in more than one

component. They also constituted a smaller, less complicated, and

more easily portable notebook than the book of requisitions that re-

cruiters had carried previously. The result was more meaningful

and stable guidance to recruiters, and closer coordination of

recruitment and placement activity. 42/

FY 1971 was a year of change, progress, and consolidation

of gains for the Division. Along with a change in name, the Divi-

25X1A

sion acquired a new Chief, ███████████ with resultant changes

in emphasis in many areas of its operations. Progress was made

toward achieving more personalized methods of operation--more

* For examples of Recruitment Guides, see Appendix E.

-44-

face-to-face contact with components, with less reliance on correspondence and the telephone. A series of staff discussions explored why things are done rather than how, and how intra-Division activities might be more closely integrated. Increased emphasis was placed on providing current information to the recruiters.

The Agency's staff ceiling was reduced by 478 positions in FY 1971, resulting in renewed emphasis upon maximum utilization of on-duty personnel. Components were requested to fill vacancies by internal transfer wherever possible before resorting to external recruitment, and placement officers found themselves involved in 172 reassignment cases in the course of the year. Each case required individual counseling and, in many instances, extensive negotiation with two or more components. Success was limited, primarily by the fact that most components were over ceiling, and reassignments were effected in fewer than 25 percent of the cases, but counseling alleviated employee dissatisfaction in most of the remainder and placement officers gained valuable experience in dealing with such cases. Other worthwhile developments included a systematic procedure for reporting back to components the results of follow-up and pre-exit interviews; greater selectivity in clerical

-45-

input; strengthening the Division's role as a source of information

and positive assistance to OP and operating components in personnel

management matters; refining estimates of personnel needs; and

reducing the ratio of applicants in process to EOD's.

Two events that brought about a healthy degree of self-

examination and a general sharpening-up in the Division's posture

were an IG survey in April 1971 and an audit of all positions by the

Position Management and Compensation Division (PMCD), in the

same month. The IG survey report was generally favorable with

respect to the Division's staffing and level of performance, and

recognized that it is the focal point within the Office of Personnel

for the induction and management of employees. Its principal

recommendations concerning the placement function were:

a. That both Selection and Placement Officers increase

their face-to-face contacts with operating components.

b. That greater emphasis be placed on follow-up

interviews toward the end of the third year of employment rather

than the first.

c. That increased attention be given to placement,

reassignment, and counseling of clerical employees.

The PMCD report, on the other hand, noted that the workload of the

Division appeared to be lessened by cutbacks in Agency hiring and

recommended (a) that the Clerical Staffing Branch be reduced by

one position; and (b) that the Professional Placement Officer positions

be reduced by one grade from GS-13 to GS-12. No action was taken

on these recommendations.

The major external factors affecting the Division were

the abnormally high unemployment rate that affected all categories

of personnel in the national labor market, and the Government-wide

reductions in ceiling. The results were (a) more candidates for

each available job, (b) greater selectivity by components, (c) fewer

resignations, and (d) a concentrated need for ever-closer control of

on-duty strength. The Chief of the Professional Placement Branch

became the focal point for ceiling/strength controls. He monitored

Agency gains and losses on a daily basis, thus permitting the Chief

of SPD to keep the Director of Personnel informed of Agency progress

toward meeting its reduced ceiling. As evidence of his success and

of the impact of the Division's contributions to the personnel manage-

ment decision-making process, the Agency began FY 1971 with an

overstrength of 322 and ended it at 19 below authorized ceiling. 43/

-47-

Thus the placement function achieved its transition from the early preoccupation with selecting and placing as many people as possible in a growing Agency, to the enlarged and much more responsible role of 1971. It still serves its original purposes of selection and placement, but it does it in a mature managerial context within which it provides information, advice, and action in support of personnel management throughout the Agency. Placement, as a key element in the Office of Personnel, has come of age.

Appendix A

GENERAL CHRONOLOGY OF ORGANIZATION

1946 (April)   Recruitment and Placement combined in a single
                  staff unit, part of the Personnel Division, Executive
                  for Personnel and Administration (P&A), CIG.

1947   P&A renamed Executive for Administration and
                  Management (A&M); Personnel Division became a
                  Branch in which Recruitment and Placement remained
                  combined.

1947-48   OSO (July 1947) and OPC (August 1948) each
                  developed Administrative and Support Staffs (A&S),
                  with recruitment and placement functions combined
                  in Personnel Divisions.

1948 (Sep)   A single Executive for Administration established;
                  contained five Staffs, including a Personnel Staff,
                  each divided on an overt-covert basis; recruitment
                  and placement combined.

1949   Executive for Administration reorganized into
                  separate Staffs: an Administrative Support Staff (A&S)
                  to service overt activities; and a Covert Support
                  Staff (CSS)--later renamed Special Support Staff
                  (SSS)--for covert components. Each Staff contained
                  a Personnel Division in which recruitment and
                  placement were combined.

1950 (Dec)   A&S and SSS combined under Deputy Director for
                  Administration; Office of Personnel established,
                  with Personnel Division--Overt (PDO) and Personnel
                  Division--Covert (PDC) to handle internal recruitment
                  and placement; Personnel Procurement Division (PPD)
                  established for external recruitment.

-49-

SECRET

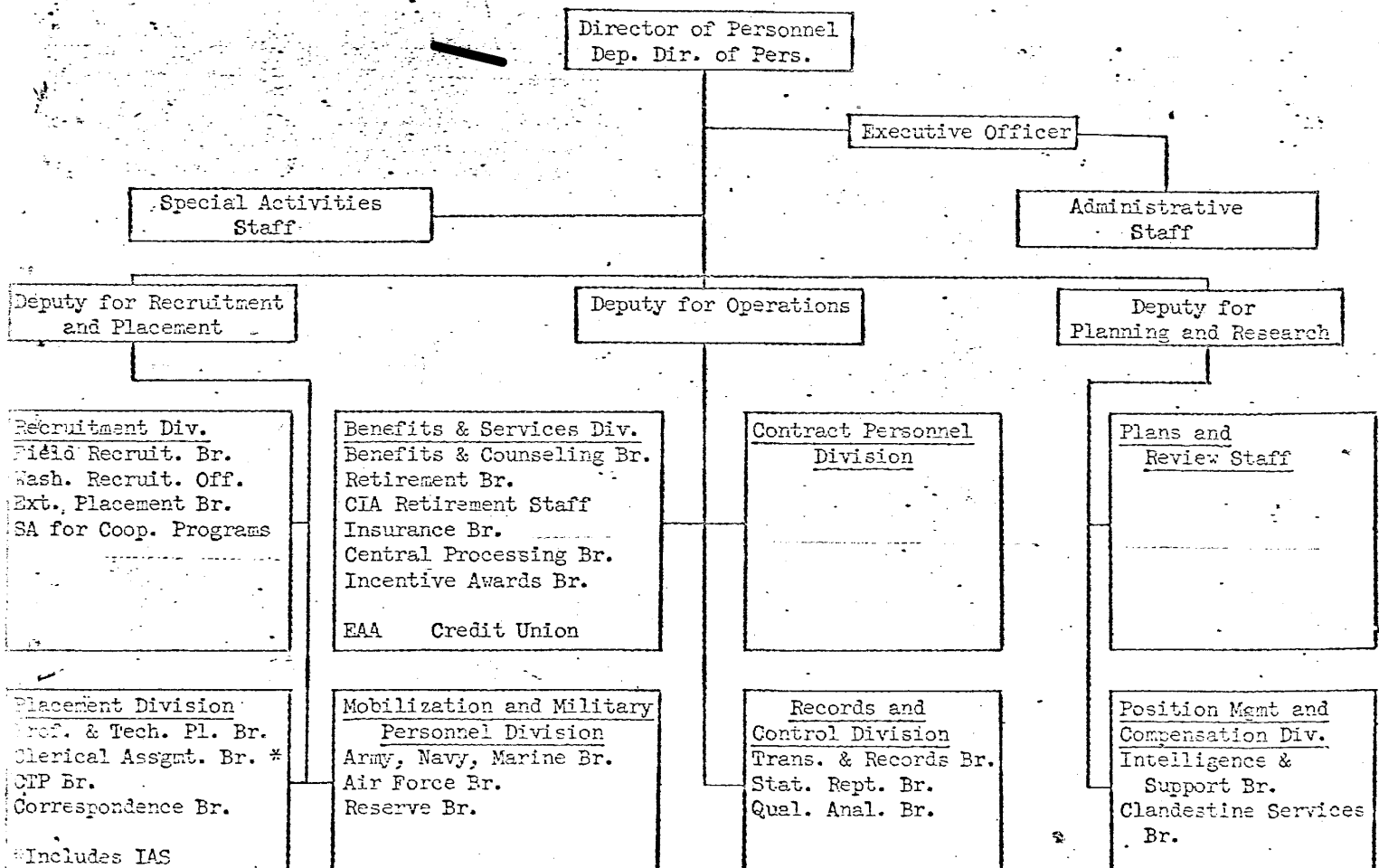|	
1952 (Jun)	Career Service Boards established; Placement officers assigned to work with each.
1953 (Sep)	PDO and PDC abolished and their functions assigned to new Placement and Utilization Division (P&UD).
1954 (Jun)	P&UD renamed Personnel Utilization Division (PUD) and a new Clandestine Services Branch (CSB) added.
1955 (Jun)	PUD renamed Personnel Assignment Division (PAD); contained Placement Branch (PB) and CSB.
1958 (Jan)	PAD and Personnel Procurement Division (PPD) combined in Personnel Operations Division (POD); placement functions placed in new Career Services Support Branch (CSSB), and recruitment subdivided into Departmental and Field Recruitment Branches.
1962 (Oct)	Recruitment Branches became a separate Recruitment Division, and CSSB replaced by a Placement Branch organized on a team basis to serve major functional areas.
1966 (Mar)	Office of Personnel reorganized to include three Deputy Directors of Personnel, each responsible for a major program area. POD abolished; placement functions, plus Correspondence and Applicant Files Branch, and CTP Branch, became Placement Division under DD/Pers for Recruitment and Placement.
1969 (Sep)	Placement Division renamed Staff Personnel Division; Clerical Staffing Branch assigned to it from Recruitment Division.

Approved For Release 2000/06/01 : CIA-RDP90-00708R000200180001-8

Next 4 Page(s) In Document Exempt

ORGANIZATION OF OFFICE OF PERSONNEL
28 March 1966

Director of Personnel
Dep. Dir. of Pers.

Executive Officer

Special Activities
Staff

Administrative
Staff

Deputy for Recruitment
and Placement

Deputy for Operations

Deputy for
Planning and Research

Recruitment Div.
Field Recruit. Br.
Wash. Recruit. Off.
Ext. Placement Br.
SA for Coop. Programs

Benefits & Services Div.
Benefits & Counseling Br.
Retirement Br.
CIA Retirement Staff
Insurance Br.
Central Processing Br.
Incentive Awards Br.

EAA   Credit Union

Contract Personnel
Division

Plans and
Review Staff

Placement Division
Prof. & Tech. Pl. Br.
Clerical Assgnt. Br. *
OTP Br.
Correspondence Br.

*Includes IAS

Mobilization and Military
Personnel Division
Army, Navy, Marine Br.
Air Force Br.
Reserve Br.

Records and
Control Division
Trans. & Records Br.
Stat. Rept. Br.
Qual. Anal. Br.

Position Mgmt and
Compensation Div.
Intelligence &
Support Br.
Clandestine Services
Br.

-56-

25X1A

Next 2 Page(s) In Document Exempt

Appendix D

SOURCE REFERENCES

1. The discussion is taken from three main sources: Agency
    Tables of Organization, 1946-50, Records Center (S); "CIA
    History," Part II, Chapter X, Historical Staff files (S); inter-
    views with individuals involved in the early history of placement
    activities.

    25X1A

2. ███████████████ Personnel Administration, an Overview, 1946-68,
    Nov 1970. Nov 1971, p. 11. Historical Staff file. S.

    25X1A

3. ███████████████ Historical Statement for the Personnel Office,
    19 Jun 52, p. 4. Historical Staff files. S.

4. Ibid.

    25X1A

5. Interviews███████████████████████████████████████
    George Meloon. July 1970.

    25X1A

6. ███████████████ Study on Personnel Recruitment Division,
    May 51. Personnel Archives, Records Center. S.

    25X1A

7. Interviews with███████████████████████████July 1970.

    25X1A

8. Interview with███████████████████████ CIA History
    1953-1956, p. 63 ff., draft. Historical Staff files. S.

    25X1A

9. Ibid., p. 33, and interviews with Mr. Meloon and███████████, July 1970.

    25X1A

10. ██████ Report (6, above).

11. Memo from AD/Pers to C/PDO, C/PDC, 13 Dec 51, concerning
    the placement program. OP Archives, Records Center. S.

12. Ibid.

SECRET

13. Memo from DDA to all Assistant Directors, sub: Placement Follow-up Program, no date but included in Annual Report of Office of Personnel, 1951. Records Center. S.

14. 1952 Historical Statement (3, above), p. 5.

15. Annual Reports, Office of Personnel, 1951-53. Records Center. S.

16. Ibid.

17. Office of Personnel, Placement Branch, PD(O), Statement of Accomplishments, 1 Jul 52-30 Jun 53, 27 Jul 53. S.

25X1A   25X1A

18. ██████████(8, above), p. 63. This draft by ██████████ contains a good discussion of Career Service beginnings and early developments.

19. Progress Report, Placement Branch, in Office of Personnel Progress Report 1954. Records Center. S.

25X1A

20. ██████████(8, above), pp. 64-70.

21. Ibid.

22. PUD Annual Report, FY 55, in Office of Personnel Annual Report, FY 55, Jul 55, Tab D. Records Center. S.

23. POD Annual Report FY 58 in Office of Personnel Annual Report, FY 58. Records Center. S.

24. POD Annual Report, FY 59, in OP Annual Report, FY 59, Jul 59. Records Center. S.

25. POD Annual Report for FY 60. Records Center. S.

26. POD Annual Report for FY 61, Jul 61. Records Center. S.

SECRET

SECRET

25X1A

27. Memo from ███████████████ to DDS, 24 Dec 61, sub: Recruitment and Selection of Staff Employees: An appraisal. Recruitment Division files. S.

28. Ibid.

29. Ibid.

30. Annual Report of Office of Personnel FY 63, Jul 63. Records Center. S.

31. POD Annual Report, FY 63, Jul 63. OP Archives, Records Center. S.

32. Annual Report of Placement Division, FY 63, Jul 63. Records Center. S.

33. POD Annual Report FY 65, Jul 65. Records Center. S.

34. FY 64, 65 Annual Reports. Records Center. S.

35. Annual Report, DD/Pers/R&P, FY 66, Jul 66. OP Archives, Records Center. S.

36. FY 67 Annual Report, DD/Pers/R&P, Jul 67. OP Archives, Records Center. S.

37. Ibid.

38. ██ 25X1A

39. ASB Procedures Handbook. Placement Division files. C.

40. FY 68 Annual Report, Placement Division, Jul 68. In Placement Division files. S.

25X1A   41. ███████████████████████.

-62-

42. FY 70 Annual Report, Staff Personnel Division, Jul 70. SPD files. S.

43. FY 71 Annual Report, SPD, Jul 71. SPD files. S.

Next 15 Page(s) In Document Exempt

Approved For Release 2000/06/01 : CIA-RDP90-00708R000200180001-8

Approved For Release 2000/06/01 : CIA-RDP90-00708R000200180001-8